

Advanced Performance	A rating assigned when work outcomes consistently meet and often exceed stated expected performance.
Annual Performance Review Form	The form used to review and document the employee's performance of stated expected work outcomes during the performance review period.
Appointing Authority	A commissioner, department, officer, or agent having power to make appointments to, and separations from, positions in state service.
Flex Classification	A position in a classification series which may be filled with an employee qualified to perform the job at the trainee, intermediate or working level.
Flex Cycle	The interval of time a rater observes and reviews performance for a probationary employee, in a flex classification, from their classification start date to their probation end date.
Individual Performance Plan	The first procedural step where a rater clearly identifies the stated expected performance for each employee by creating work outcome statements using the S.M.A.R.T. formula. The discussion and documentation is conducted within 30 days of the beginning of the performance review period. Also referred to as the IPP or performance plan.
Interim Review	The procedural step where a rater documents and discusses with the employee his or her observations of the employee's performance relative to the stated expected performance using specific and objective observations. At least two documented interim review discussions are required during each performance management review period.
IPP	See Individual Performance Plan
IPP Due Date	The date that the Individual Performance Plan is due. This date is usually 30 days after the beginning of the review period. For those on the standard review cycle, the beginning date is October 1 <sup>st</sup> and the due date is October 31 <sup>st</sup> .
Marginal Performance	A rating assigned when work outcomes consistently do not meet some stated expectations.
Outstanding Performance	A rating assigned when work outcomes consistently exceed expected performance and affect measurable improvements in organizational performance.

P.A.T.H.	See Performance Achievement Training Handbook
Performance Achievement Training Handbook	The P.A.T.H. is a tool designed to explain in more detail the procedures and objectives of the Performance Management Program. The P.A.T.H. was previously referred to as the Rater's Manual.
Performance Management Cycle	The interval of time in which a rater establishes, observes and documents the employee's performance of stated expected work outcomes.
Performance Plan	See Individual Performance Plan
Probation End Date	The date an employee's probationary period ends. This is no less than 12 months.
Probationary Cycle	A period of at least twelve (12) months' duration used to provide an employee with the opportunity to demonstrate ability to successfully adhere to the standards of performance and expected work outcomes required for the position.
Rater	The person responsible for establishing the employee's work outcomes, and observing and evaluating performance. This is usually the employee's direct supervisor.
Rating Scale	The method of determining and recording the employee's performance of stated expected work outcomes using standards applicable to all employees. The rating scale has five anchor points indicating performance from the lowest rating of Unacceptable Performance, then Marginal Performance, Valued Performance, Advanced Performance, and the highest rating of Outstanding Performance.
Request for Administrative Review	The process used by employees to request an administrative review of a completed annual review when the employee believes there were procedural violations.
Reviewer	The person responsible for reviewing the rater's creation of the IPP, two interim review discussions and completion of the annual review. This is usually the rater's direct supervisor. Reviewers are also responsible for ensuring all procedural steps were followed completely and timely.
S.M.A.R.T. Formula	Methodology by which raters describe stated performance expectations as specific, measurable, achievable, relevant and time sensitive.

Standard Performance Management Cycle	The interval of time a rater observes and documents performance for all non-probationary employees from October 1 <sup>st</sup> through September 30 <sup>th</sup> each year. Also referred to as the performance management cycle.
Stated Expected Performance	The standards of performance. S.M.A.R.T. work outcomes and action steps created by the rater and found in the employee's IPP.
Unacceptable Performance	A rating assigned when an employee demonstrates unsatisfactory work outcomes.
Valued Performance	A rating assigned when performance of work outcomes consistently meet stated expected performance.
Work Outcome	An observable, measurable output or product of performance.
Work Outcome Statement	A statement establishing the expected performance for a particular performance goal using the S.M.A.R.T. formula. Each work outcome statement should be written to the mid-point of the rating scale and listed in priority order in order of greatest importance. Each employee should have 4-6 work outcome statements each performance management cycle.